



**Federal Aviation
Administration**

AVIATION SAFETY

Federal Aviation Administration

Fiscal Year 2006 Business Plan

2006 AVS Business Plan

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2006 AVS Business Plan

Aviation Safety:

The Associate Administrator for Aviation Safety, Mr. Nicholas Sabatini, and his staff have a singular mission: to promote aviation safety in the interest of the American public and the millions of people who rely on the aviation industry for business, pleasure, and commerce. To fulfill this mission, Aviation Safety (AVS) directs and manages safety programs that fall into three primary areas:

1. Continued Operational Safety: AVS's most important function (and one that AVS will never compromise) is to ensure that existing certificate holders continue to meet the safety requirements, standards, and regulations of their original certification. AVS does this through safety surveillance and oversight programs, audits, evaluations, air traffic oversight, education and training, research, and accident/incident investigations.
2. Standards and Policy: AVS creates and amends as necessary the rules and regulations that provide the safety standards for people, organizations, and equipment operating in the U.S. civil aviation system. AVS does this through policy development, analysis, and rulemaking.
3. Certification: AVS issues initial and renews existing certificates that allow (i) people, organizations, and equipment to operate in the U.S. civil aviation system, (ii) manufacturers to build aircraft and avionics, and (iii) organizations to provide maintenance services.

There are nine distinct organizational elements reporting to the Associate Administrator for Aviation Safety employing 6,430 personnel. Six of these organizations -- the Office of Accident Investigation, the Office of Rulemaking, the Suspected Unapproved Parts Program Office, the Air Traffic Safety Oversight Service, Quality and Integration, and the AVS Executive Staff -- are solely Washington Headquarters elements. The Aircraft Certification Service, the Flight Standards Service, and the Office of Aerospace Medicine have extensive field presence, as well as their Headquarters staffs. In addition to its Federal civilian work force, AVS uses over 11,000 "designees." These designees perform selected safety oversight duties on behalf of and under the direction of AVS.

Much of the AVS workload is demand driven. These workload drivers can be grouped into five general areas: (1) growth in aviation activity, both commercial and

general aviation, by existing operators; (2) the introduction of new operators, new aircraft, new equipment, and new technology; (3) the introduction of new practices (e.g., the growth in maintenance outsourcing); (4) the need for heightened surveillance of financially challenged airlines; and (5) the globalization of the aviation industry and the increasing need for international standardization of regulations and safety criteria.

The FAA Flight Plan:

The FAA Flight Plan consists of four goal areas: Increased Safety, for which AVS is the goal lead; and Greater Capacity, International Leadership, and Organizational Excellence, for which AVS plays a supporting role. Under each goal area, certain objectives (e.g., Reduce the commercial fatal accident rate) are listed. Under each objective, the Flight Plan then lists strategies, initiatives, and specific, measurable performance targets. Each initiative listed (e.g., Continue implementing the Air Transportation Oversight System) is intended to support the achievement of associated objective and performance target

The AVS Business Plan

The Flight Plan and the initiatives it lists are intended to provide a strategic direction for the FAA and its organizations. The Flight Plan is not intended to provide tactical or operational plans. That task is left to each organization's business plans. These organization-specific business plans list discrete and measurable activities that each organization will undertake in FY 2005 in support of the initiatives listed in the Flight Plan. In addition, the business plans include discrete and measurable activities that each organization will undertake in FY 2005 in support of initiatives not listed in the Flight Plan. This is necessary since a large number of FAA programs are not directly related to the specific initiatives listed in the Flight Plan, even though they are related to one of the four goal areas. These activities, referred to as "core business activities" or "non-Flight Plan activities," are included in each organization's business plan

AVS's business plan activities and activity targets are associated with each of the four goal areas in the FAA Flight Plan. Within each goal area, AVS further delineates its activities and targets between those in support of Flight Plan initiatives and those in support of core business initiatives:

Increased Safety

There is no responsibility more important in the FAA or in AVS than aviation safety.

AVS oversees the safety of the world's largest, most complex aviation system -- an aviation system that affects millions and millions of people from those that fly for business and pleasure, to those that ship, receive, sell, and buy goods transported by air, to those that work in the industry who depend on travel and tourism for their livelihood. AVS does this through programs to promote continued operational safety (surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency people (pilots) and organizations (individual airlines) and the airworthiness of aircraft (Boeing aircraft) and equipment.

In recognition of AVS critical role in aviation safety, AVS is the lead organization for this goal area.

The Flight Plan goal area of Increased Safety consists of seven specific objectives:

1. Reduce the commercial airline fatal accident rate.
2. Reduce the number of fatal accidents in general aviation.
3. Reduce accidents in Alaska
4. Reduce the risk of runway incursions.
5. Measure the safety of the U.S. civil aviation industry with a composite index.
6. Ensure the safety of commercial space launch.
7. Enhance the safety of FAA's air traffic systems.

Flight Plan Performance Target:

Airline Fatal Accident Rate

Reduce the airline fatal accident rate by 80 percent from the 1994-1996 baseline to a 3-year rolling average rate of 0.010 per 100,000 departures by FY 2007.

Reduce the three-year rolling average fatal accident rate below 0.010 by FY 2010. FY06 Target:

0.018 rate per 100,000 departures.

Strategic Initiative: RNP Road Map

Develop and implement Required Navigation Performance (RNP) approach procedures (RNP Special Aircraft and Aircrew Authorization Required (SAAAR) and/or RNP Parallel Approach Transition (RPAT)).

Strategic Activity: RNP Road Map

Support ATO in its publication of RNP procedures.

Targets:

Within an agreed upon schedule, support the ATO in the evaluation and approval of 5 RNP approach procedures (RNP SAAAR and/or RPAT) by September 30, 2006.

Strategic Initiative: Critical Safety Rules

Send critical safety rules to the Office of the Secretary of Transportation within 90 days of planned date, such as Air Tour Safety Standards.

Strategic Activity: Air Tour Safety Rule

Develop and submit the National Air Tour Safety Rule to the Office of Secretary of Transportation for its review.

Targets:

The National Air Tour Safety Standards rule is sent by April 30, 2006, to the Office of the Secretary of Transportation for its review.

Strategic Initiative: Safety Information Systems

Promote national data sharing and analysis programs in support of the future Next Generation Air Transportation System (for example, Voluntary Aviation Safety Information Program (VASIP), Flight Operational Quality Assurance (FOQA), Aviation Safety Action Program (ASAP), and Continued Operational Safety Program (COSP)).

Strategic Activity: Safety Information

Promote national data sharing and analysis programs in support of the future Next Generation Air Transportation System (NGATS) (e.g., VASIS, FOQA, ASAP, COSP)

Targets:

Develop Aviation Safety Information and Analyses System (ASIAS)

project plan and roadmap to achieve NGATS objectives by September 2006.

Strategic Activity: VASIS

Develop the Voluntary Aviation Safety Information System to support the future NGATS.

Targets:

Achieve successful demonstration of VASIS pilot program by demonstrating the feasibility of using FOQA/ASAP data to identify emerging safety hazards by September 2006.

Strategic Initiative: ATOS Implementation

Continue implementing the Air Transportation Oversight System.

Strategic Activity: Expand ATOS

Increase annually the number of ATOS air carriers.

Targets:

Add by September 30, 2006, 8 air carriers to the ATOS.

Strategic Initiative: CAST Implementation

Continue implementing Commercial Aviation Safety Team (CAST) initiatives.

Strategic Activity: CAST Safety Enhancement Implementation and Effectiveness

Monitor the implementation and effectiveness of CAST safety enhancements.

Targets:

1. Determine the implementation level of CAST safety enhancements using a new implementation measurement tool.
2. Develop the concept for measuring CAST safety enhancement effectiveness for CAST approval.

Strategic Activity: CAST ASIAs

Develop and achieve CAST approval of the CAST Aviation Safety Information Analysis and Sharing Requirements document

Targets:

CAST approves document by end of First Quarter FY06.

Strategic Initiative: NTSB Safety Issues

Address the National Transportation Safety Board's identified safety issues.

Strategic Activity: NTSB Recommendations

AVS will continue to lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA.

Targets:

At least 80 percent of the NTSB safety recommendations closed during the year will be closed acceptable.

Strategic Initiative: Safety Oversight

Ensure that safety oversight keeps pace with changes occurring in the aviation environment by targeting our inspections resources better; improving our oversight systems; and providing training for safety critical employees onetime.

Strategic Activity: JPDO Safety Integrated Product Team

Work within JPDO to create a national-level integrated safety management framework that addresses all facets of the air transportation system, building safety design assurance into operations and products.

Targets:

Deliver a Safety Management System (SMS) standard for propagation by JPDO agencies and AVS by June 2006.

Strategic Activity: ATO Oversight

Ensure continuous operational safety of the NAS by providing safety surveillance and oversight of the Air Traffic Organization (ATO).

Targets:

Conduct eight audits in FY06 of ATO.

Strategic Activity: Develop Safety Doctrine

Develop AVS Safety Management philosophy and doctrine.

Targets:

Issue the AVS Safety Management Doctrine by July 2006.

Strategic Activity: Delegated Organizational Structure

Enhance current delegation concepts to meet industry's evolving global business requirements.

Targets:

Complete the final phase of Boeing BDCO (DOA) implementation to include the Boeing 787.

Strategic Initiative: Human Factors

Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents.

Strategic Activity: Human Factors Job Aid

Develop job aid database of human factors research and literature linked to regulations, to support human factors evaluation of flight deck displays, controls, and systems.

Targets:

Complete links to all Part 25 Human Factors Certification Job Aid modules to ACs, TSOs, and

research material.

Strategic Activity: Maintenance Human Factors

Provide the inspector workforce with the appropriate tools to promote and approve industry human factor programs.

Targets:

Revise/develop handbook guidance material (8300.10), and revise/develop current human factor training for FAA Aviation Safety Inspectors (ASIs).

Strategic Initiative: ISO:9001

Achieve ISO:9001 registration to certify that FAA's Aviation Safety organization meets the same standards expected of those we regulate in the aviation industry.

Strategic Activity: AVS-Wide ISO:9001 Certification

Achieve a single AVS-wide ISO:9001 registration by the end of August 2006.

Targets:

Achieve registration by the end of August 2006.

Flight Plan Performance Target:

General Aviation Fatal Accidents

By FY 2009, reduce the number of general aviation (GA) and nonscheduled Part 135 fatal accidents to no more than 319 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1998).

FY06 Target: 337.

Strategic Initiative: ADS-B I Delivery

Continue delivery of dependent surveillance to key sites.

Strategic Activity: Standards for Advanced Surveillance Systems

Develop standards, criteria, and policy for flight technologies and procedures

supporting safe flight using advanced surveillance systems.

Targets:

Within agreed upon timeline, provide technical support to ATO-P in their plan to deploy ADS-B and ADS-B Broadcast Services at key sites in the NAS. Examples of support could include one or more of the following tasks as requested: providing Database Standards, Datalink Standards Development, ADS-B Separation Standards, and Criteria Development and supporting guidance for NAS wide implementation.

Strategic Initiative: Safety Oversight

Ensure that safety oversight and regulatory compliance keep pace with changes in the general aviation environment.

Strategic Activity: Very Light Jets (VLJ)

Support the operation of Very Light Jets (VLJs) in the NAS.

Targets:

Issue a Type Certificate for a new model small airplane by September 2006.

Strategic Activity: ADIZ

Provide the GA community with information on flight restrictions.

Targets:

Provide the public with ADIZ/TFR and special use air space training online through FAA Safety.gov by November 30, 2005.

Strategic Activity: Delegation Option Authorization

Expand the Delegation Option Authorization to include at least one production approval holder.

Targets:

Expand the Delegation Option Authorization for additional aircraft

models with at least one production approval holder by September 2006.

Strategic Initiative: JSC Initiatives

Continue to implement General Aviation Joint Steering Committee (JSC) initiatives.

Strategic Activity: Safety Management Systems

Promote the widespread adoption of voluntary safety management systems among corporate operators.

Targets:

Publish by the end of FY 2006, criteria defining the attributes of an effective safety management system that is consistent with JPDO high-level requirements.

Strategic Activity: Guidance and Procedures Documents

Keep guidance documents current with evolving technology.

Targets:

Develop recommended changes related to FAA/automated content for the FAA Instrument Flying Handbook by June 2006.

Strategic Initiative: UAV Procedures

Develop policies, procedures, and approval processes to enable operation of UAVs.

Strategic Activity: UAS Program Office

Support the operation of UAVs and small aircraft in the NAS.

Targets:

AVS and ATO establish the UAV Program Office in June 2006.

Strategic Activity: Certification of UAS/UAV

Support the operation of UAVs and small aircraft in the NAS.

Targets:

Issue 3 experimental airworthiness certificates during FY 2006.

Strategic Initiative: General Aviation Accident Rate

By FY 2009, and working with industry, develop and baseline a target rate for general aviation fatal accidents to replace the current performance measure.

Strategic Activity: Develop GA Fatal Accident Rate

Develop and baseline a target rate for general aviation fatal accidents to replace the current performance measure.

Targets:

Complete the 2004 GA survey by January 2006, and develop a parallel rate-based performance target for a FY07 GA Fatal Accident Rate by September 2006.

Strategic Activity: 2005 GA Survey

Administer the 2005 GA Survey

Targets:

Complete the 2005 GA Survey by September 2006.

Flight Plan Performance Target:

Alaska Accidents

By FY 2009, reduce accidents in Alaska for general aviation and all Part 135 operations from the 2000 - 2002 average of 130 accidents per year to no more than 99 accidents per year.
FY06 Target: 115.

Strategic Initiative: Medallion Circle of Safety

Support the Medallion, Circle of Safety, and Alaska Flight Service Safety programs.

Strategic Activity: Medallion

The Medallion Foundation seeks to improve Alaskan aviation safety by developing and implementing voluntary

aviation safety standards that exceed regulatory requirements and are based on accepted system safety.

Targets:

The FAA, in cooperation with and on behalf of the Medallion Foundation members, will implement by September 30, 2006, an Aviation Safety Action Program (ASAP) for at least one member.

Strategic Activity: Circle of Safety Training

The Circle of Safety program goal is to educate both passengers and air carriers in their shared responsibility for flight safety.

Targets:

Implement in FY-06 three Circle of Safety Programs with organizations that contract for aviation services, with an emphasis on school boards that transport children.

Flight Plan Performance Target:

Operational Errors

By FY 2010, reduce Category A and B (most serious) operational errors to a rate of no more than 3.18 per million activities. FY06 Target: 4.27 rate per million activities.

Strategic Initiative: Airspace Complexity Studies

Conduct Airspace Complexity Studies at selected facilities to identify measures of airspace complexity and develop recommendations to reduce errors.

Strategic Activity: Analyze Airspace Characteristics

Use human factors analyses to identify recommendations for error mitigation strategies.

Targets:

Assess human factors changes to transfer of position responsibility. Complete draft report.

Core Business Measure:

**AVS Commercial
Aviation Fatal Accident Rate
Core Business**

This is the depository for AVR Core Business under Commercial Aviation Fatal Accident Rate.

Core Business Function: Continued Operational Safety - Commercial

Ensure that certificate holders continue to meet the minimum safety requirements, standards and regulations of their original certification.

Core Business Activity: Accident Investigations

Conduct all necessary commercial aviation aircraft investigations.

Targets:

During FY 2005, participate in the investigation of 100 percent of all major accidents Part 121 and Part 135 aircraft.

Core Business Activity: Facilitating New Technology for Industry

Anticipate what new technologies are coming, and how AVS can help certify and introduce these technologies to the industry.

Targets:

1. Work with JPDO to publish the document "Aviation Weather Preferred System Concept for Next Generation Air Transportation System" that will define the desired icing concepts, which will reduce weather impacts on the year 2025 national air transportation system.

2. Prepare a paper and present it at the USAF 2005 ASIP Conference that compares the FAA damage tolerance requirements to the USAF requirements.

3. Advance industry and FAA acceptance/implementation of Synthetic Vision Technology by leading joint seminar in February between government and industry.

4. Provide a report to AVS-1 on status of TCAS II software development twice a year.

Core Business Activity: Safety Surveillance, Oversight, Audits, and Evaluations

Conduct all necessary surveillance and inspection and all necessary audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements.

Targets:

1. By September 30, 2006, develop a detailed plan to evaluate the accuracy, effectiveness, and timeliness of the Enforcement Decision Tool (EDT) process.

2. Regions will complete by September 30, 2006, 98% National Flight Standards Work Program Guidelines (NPG) required inspection items (R Items.)

3. Aviation industry random testing of safety-sensitive employees should result in no more than one percent (1%) positives for drugs and no more than one half percent (0.5%) violations for alcohol.

4. Execute the Service-level (AFS, AIR, AAM, AOV) safety surveillance, audit, and evaluation work plans.

5. Based upon the results of surveillance, audits and evaluations, identify three areas of risk and develop an AVS mitigation plan for FY07.

6. Implement a Part 135 surveillance and evaluation program (SEP).

Core Business Activity: Oversee Designees

Oversee FAA-approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Targets:

1. Define requirements and prototype an AVS Delegation Management System by September 2006. (Supports both Commercial and GA targets)

2. 1,200 Aviation Medical Examiners (AMEs) will receive mandatory refresher training. (Supports both Commercial and GA targets)

3. Present 9 Designated Engineering Representative (DER) recurrent seminars.

4. Present 8 Designated Engineering Representative (DER) standardization seminars.

Core Business Activity: Research and Development

Conduct research and development to investigate new methods, processes and materials that can increase safety.

Targets:

1. Evaluation of pulse oxygen systems for general aviation aircraft, publish technical report in August 2006.
2. Initiate studies linking gene expression with bioaeronautical stimuli, provide draft report in August 2006.
3. Expand eJANUS data collection using the eJANUS tool to additional facilities beyond the sample of en route facilities using the eJANUS tool in FY05. Data collection at other facilities continues to be conducted by personal visits of researchers to facilities.
4. Refine system feedback reports both to the individual participating in JANUS and to the facilities participating in the JANUS program
5. Work with an international working group, which includes Airbus, Boeing, and EASA experts, to gain approval of the data for composite maintenance training standards; data that will be documented in a report by FAA Technical Center.
6. Work within the TCRG process to validate the need for the Sandia Labs Airworthiness Assurance Nondestructive Validation Center (AANC) facility and establish the need for R&D core funding beyond 07 of the AANC facility.
7. Provide simulation technical support for critical AVS safety research programs on wake vortex, EVS, Terminal Area Safety, and OEP.

Core Business Activity: Air Traffic Oversight

Oversee the air traffic organization to ensure it meets minimum safety requirements, standards and regulations.

Targets:

1. Monitor the ATO implementation of an internal SMS procedure.
2. Support the implementation of SMS by monitor, guide and approve the continued development of six projects undergoing safety risk management processes.
3. Perform a gap analysis of ATO data and processes and provide guidance for an ATO Safety Improvement Plan by September 30, 2006.
4. Implement changes to AOV credentialing process of ATO safety personnel by September 2006.
5. Implement credentialing program for all ATO safety personnel by September 2006.
6. Perform verification of ATO conformance to the SMS requirements as they are applied to six pilot programs.

Core Business Activity: System Safety

Continue to develop a system safety approach to ensure that certificate holders continue to meet the minimum safety requirements, standards and regulations.

Targets:

1. Execute the scheduled tasks in the AIR Safety Management Program Plan for 2006 in the areas of Airworthiness Standards risk prioritization, Integrated Certificate Management, Delegation, and Continued Operational Safety,

prioritization, Integrated Certificate Management, Delegation, and Continued Operational Safety, including supporting business and information architecture.

2. Reduce the number of serious injuries from turbulence accidents by 33% by FY 2008 (from the FY 1996 - FY 2000 average of 18 serious injuries per year to no more than 12).

3. Complete and document the initial reengineering of CFR part 121 oversight business processes including "as-is" analysis, gap analysis, and "to-be" process design.

4. Plan and host three Suspected Unapproved Parts (SUP) Industry Steering Committee meetings. These meetings, attended by representatives of the aviation community including air carriers, repairs stations, and distributors, serve as forums for the exchange of ideas and current issues relevant to aviation parts.

Core Business Activity: Education and Training

Conduct necessary, safety-related education and training.

Targets:

1. Provide aeromedical safety training to at least 1,000 commercial pilots/flight crewmembers.
2. Develop a plan, including milestones and products, to provide an overview of the EAPAS/SFAR 88 program for AFS airworthiness inspectors.

3. Complete revision of identified practical test standards and aviation knowledge handbooks and complete the AFS requirements for publication.

4. Develop course 2 of Applying Lessons Learned from Accidents and post to the web for Internet access.

5. Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, all regions will conduct or support by September 30, 2006, at least one Aviation Career Day; at least one Aviation Career Educational Camp; and AFS-8 will hold one international conference on the future of aviation maintenance as a career field.

Core Business Activity: Airworthiness Directives

Implement streamlined approach for FAA Mandatory Continuing Airworthiness Instructions (MCAI) Airworthiness Directives (ADs).

Targets:

Issue final Mandatory Continuing Airworthiness Information (MCAI) Order 8040.2.

Core Business Activity: Safety Information Systems

Through analysis of integrated voluntary data, develop safety enhancements.

Targets:

Increase ASAP partnerships by three over FY 2005 baseline; conduct 3 on-site audits of the participating ASAP partners; and implement the Voluntary Disclosure

Reporting Program web-based database system for use by all operators and by all AFS certificate holding district offices.

Prepare for and conduct at least two FOQA/ASAP information sharing meetings at a national level with all airlines participating in those programs. Prepare for and conduct six onsite program reviews for AQP operators.

Core Business Function: Standards and Policy - Commercial

Create and maintain the rules that provide a minimum level baseline of U.S. Civil Aviation safety for people, equipment and organizations.

Core Business Activity: Rulemaking

Issue all necessary rules in a timely manner.

Targets:

1. Develop baseline and target for new Cost Per Rule efficiency measure in FY06.
2. Submit 80 percent of rulemaking projects initiated after October 1, 2005 to OST within 90 days of the originally scheduled dates. Activity Target: Publish the "Refuse to Drug Test" final rule in FY06.
3. Publish the Flammability Reduction Means (FRM) Notice of Proposed Rulemaking (NPRM).

Core Business Activity: Guidance and Procedures Documents

Issue all appropriate guidance and approved procedures documents that provide techniques and methods to comply with rules. (Examples can include FAA Orders and Notices, Advisory Circulars, Handbooks, Job Guides, Papers/Certification Plans, Procedural Guidance Letters, Medical Guidance Letters, and Flight Inspection Policy)

Targets:

1. Increase special testing (blitz, holiday, off-hour, and weekend) events by 10 percent nationwide, from 107 in FY05 to 118 in FY06.
2. Continue training events for supervisors and managers who serve as site coordinators during drug and alcohol testing by an additional 10 percent nationwide, from 54 in FY05 to 59 in FY06.
3. Publish revision D of Technical Standard Order TSO-63c, Weather Radar to include Minimum Performance Standards (MPS) for predictive wind shear and turbulence capabilities.
4. Within an agreed upon schedule, support the ATO in the their goal to publish an additional 10 RNP approach procedures (RNP SAAAR and/or RPAT) and begin development of an additional 10 RNP approach procedures (RNP SAAAR and/or RPAT) by September 30, 2006.

Core Business Activity: RNP/RNAV Separation

Develop standards, criteria, and policies for flight technologies and procedures supporting safe flight using advanced navigation systems.

Targets:

Within agreed upon time lines, provide ATO with requested technical risk/safety analyses for the development of criteria and separation standards for RNP/RNAV

aircraft operating in the NAS. Target outcomes include; complete the Evaluation of Simultaneous Independent Approach Operations Utilizing RNP / RNAV Approach Systems at KIAH (George Bush Intercontinental); publish Technical Report for the Route to Route Separation Analysis Study for Q-Routes; and complete the RNAV Route to Route Separation Study and Publish Technical Report; Phase 1: Straight Segments; Turns Less Than 15 degrees.

Core Business Function: Certification - Commercial

Issue initial airmen certificates and certificates indicating aircraft and parts have been found to meet applicable minimum safety standards.

Core Business Activity: Airmen Records

Establish, maintain and operate the national airmen records system and issue airmen certificates in a timely manner.

Targets:

Implementation of Aerospace Medical Certification Division processes to complement the AMCS Airman Data Entry (ADE). These would include process changes to Scanning, Coding, Pre-review, and analysis of case files. Activity Target: Maintain an annual average workday cycle time of 40 days and an 8 document per hour average with an accuracy rate of 98 percent in examining airmen applications and issuing permanent airmen certificates.

Core Business Activity: Other Certifications

Issue appropriate design, production, airworthiness, air operator and air agency certifications in a timely manner.

Targets:

1. Balance certification resources and demand in issuing appropriate design, production, and airworthiness certifications in a timely manner.
2. Identify LDR codes and begin benchmarking the total FAA cost of certifying commercial air carrier airframes, certificate holders and rules.
3. Advance innovative delegation/certification system concepts, including issuing the rule and order initiating the implementation of the ODA program for delegation to organizations by September 2006.
4. Present Certified Design Organization (CDO) program plan to Congress and establish the Aviation Rulemaking Committee, per the plan.
5. Complete the FY06 objectives for the FAA validation of the Airbus A380-800.

Core Business Measure:

AVS GA Fatal Accidents

Core Business

This is the depository for AVR Core Business under Commercial Aviation Fatal Accident Rate.

Core Business Function: Continued Operational Safety - GA

Ensure that certificate holders continue to meet the minimum safety requirements, standards and regulations of their original certification.

Core Business Activity: Accident Investigations - GA

Conduct all necessary accident investigations involving certificate holders.

Targets:

During FY 2005, participate in the investigation of 90 percent of all fatal general aviation accidents and 85 percent of all general aviation accidents.

Core Business Activity: Prioritize Safety Intervention - GA

Prioritize safety intervention for maximum benefit based on analysis of accident data.

Targets:

Publish 2 sets of training materials in the FAA GA Sourcebook that are targeted to mitigate accident causal factors as identified by the JSC.

Core Business Activity: Safety Information - GA

Support GA initiatives and deliver, to the GA community, information that contributes to the reduction in the GA accident rate.

Targets:

Implement Aeronautical Decision Making and Weather Safety Program initiatives and increase annually the number of registrants on the FAASafety.gov web application over the previous year's number.

Core Business Activity: Safety Surveillance, Oversight, Audits, and Evaluations - GA

Conduct all necessary surveillance and inspection and all necessary audits and evaluations to ensure people, equipment, and organizations using the NAS meet minimum safety requirements.

Targets:

Execute the Service level (AFS, AIR, AAM, AOV) safety surveillance, oversight, audit and evaluation work plans.

Core Business Activity: Research and Development - GA

Sponsor and apply research and development to related to new methods, processes and materials that can increase safety. NOTE: ATO has \$2.515 of core business R,E&D that will go to AVS for human factor flight deck and human factors air traffic R&D.

Targets:

1. Using the ultra-fine grained analysis of unsafe act category, identify specific interventions for a selected GA pilot error form(s) using the Human Factors Intervention Matrix (HFIX).
2. Within the unsafe act category, coordinate with AFS-800 to identify a specific error form(s) for ultra-fine-grained analyses.
3. Conduct initial ultra-fine-grained analysis on selected error forms.
4. Complete report for AFS-800 of initial findings and direction of work in FY07 and FY08.

Core Business Activity: System Safety - GA

Continue to develop a system safety approach to ensuring that certificate holders continue to meet the minimum safety requirements, standards and regulations.

Targets:

1. Execute the scheduled tasks in the AIR Safety Management Program Plan for 2006 in the areas of Airworthiness Standards risk

prioritization, Integrated Certificate Management, Delegation, and Continued Operational Safety, including supporting business and information architecture.

2. Develop a roadmap to proactively manage the overall airworthiness of small airplanes over thirty years old. Establish the government and industry International Helicopter Safety Team (IHST) to identify, develop, and implement safety strategies to reduce helicopter aviation accidents worldwide.

3. Partner with one additional manufacturer or courseware provider to implement FITS.

4. Reduce the total number of fatal HEMS accidents to no more than 12 in FY06.

Core Business Activity: Education and Training - GA

Conduct necessary safety-related education and training.

Targets:

Provide aeromedical safety training to at least 2,200 general aviation pilots.

Core Business Activity: Designee Oversight - GA

Oversee FAA-approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Targets:

Begin Sport Pilot oversight; Implement Sport Pilot Examiner oversight methodology; and implement Sport Pilot Examiner recurrent training; Implement Light Sport Aircraft Repairman Course oversight methodology.

Conduct an evaluation in one region of three major designee types (DAR, DME, DPE) to establish baseline data for use in future audits and analysis of the designee oversight methodology.

Core Business Function: Standards and Policy - GA

Create and maintain guidance and the rule that provide a minimum level baseline of U.S. Civil Aviation safety for people, equipment and organizations.

Core Business Activity: Guidance and Approved Procedures Documents - GA

Issue all appropriate guidance and approved procedures documents that provide techniques and methods to comply with rules. (Examples can include FAA Orders and Notices, Advisory Circulars, Handbooks, Job Guides, Papers/Certification Plans, Procedural Guidance Letters, Medical Guidance Letters, and Flight Inspection Policy)

Targets:

1. Issue final policy on Certification of Synthetic Vision and Pathway Depictions on the Primary Flight Display for Part 23 Airplanes.

2. Develop draft policy for R&D experimental airworthiness certificates of UAV's.

Core Business Function: Certification - GA

Issue and maintain certificates indicating designees, airmen, aircraft and parts have been found to meet applicable minimum safety standards

Core Business Activity: Other Certifications - GA

Issue appropriate design, production, airworthiness, air operator and air agency certifications in a timely manner.

Targets:

Balance certification resources and demand in issuing appropriate design, production, airworthiness, air operator and air agency certifications in a timely manner.

Strategic Activity: RNAV

Support ATO in its development of RNAV routes and procedures.

Targets:

Support the ATO in its plan to publish 30 SIDS/STARS and 10 RNAV routes by performing operational reviews, evaluations, and assisting procedure developers in proper application of policy and criteria.

Greater Capacity

AVS plays an important supporting role in this area. The new Air Traffic Organization has the lead role for this goal area.

AVS's business plan has a limited number of discrete activities in support of initiatives under one of the four objectives in the Flight Plan and in support of initiatives under one non-Flight Plan, core business objective:

Flight Plan Initiatives:

Increase airport capacity to meet projected demand.

Non-Flight Plan, Core Business Initiatives:

Core business in support of Greater Capacity

Flight Plan Performance Target:

Airport Average Daily Capacity (35 OEP)

Achieve an average daily airport capacity of 104,338 arrivals and departures per day by FY 2008 and maintain through FY2010 at the 35 OEP airports.

FY06 Target: 101,191 arrivals and departures per day.

Strategic Initiative: RNAV Routes, SIDs, and STARS

Implement the performance-based navigation roadmap by continuing development and implementation of Area Navigation (RNAV) routes, standard instrument departures (SIDs) and standard terminal arrivals (STARS).

Flight Plan Performance Target:

Annual Service Volume

Commission as many as eight new runway projects, increasing the annual service volume of the 35 OEP airports by at least 1 percent annually, measured as a five-year moving average, through 2010.

FY06 Target: 1 percent, 4 runways.

Strategic Initiative: OEP Runway Commitment

Ensure that all necessary activities are accomplished to meet new OEP runway capability commitments established in partnership with stakeholders.

Strategic Activity: OEP Runway Support

Support the FAA OEP Runway Commitment

Targets:

Provide Low Visibility Flight Operations policy and guidance on associated ILS and Surface Movement Guidance Control System (SMGS) projects for the new or extended OEP Runways at Minneapolis, Covington, and Saint Louis.

Core Business Measure:

AVS Capacity Core Business

All AVS initiatives and activities that are core business within Capacity.

Core Business Function: AVS Core Business - Capacity

AVS Capacity Core Business

Core Business Activity: Environmental Management

The Special Programs Office will develop AVS and AFS national environmental policy, procedures, and guidance for compliance with the National Environmental Policy Act (NEPA) and all applicable orders, regulations, and policies.

Targets:

1. Establish the Special Programs Office (SPO) and the Environmental Policy Office (EPO) that includes the AVS Environmental Management Systems (EMS), National Environmental Policy Act (NEPA) and the Flight Standards National Parks Sections by September 30, 2006.
2. Limited to Flight Standards (HQ), AVS is compliant with ISO 14001 by December 31, 2005, as required by EO 13148.

International Leadership

AVS plays an important supporting role in this area. The Office of International Aviation has the lead role for this goal area.

AVS's business plan has several discrete activities in support of initiatives under one of the two objectives in the Flight Plan and in support of initiatives under one non-Flight Plan, core business objective.

Flight Plan Initiatives:

Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners

Non-Flight Plan, Core Business Initiatives:
Core business in support of International Leadership

Flight Plan Performance Target:

Aviation Safety Leadership

By FY 2010, continue to reduce the five-year rolling average commercial air carrier fatal accident rate in key regions or countries experiencing substantial growth in aviation operations by 10 percent from the 2000-2005 baseline.
FY06 Target: 0.599 per million departures in China.

Strategic Initiative: Aviation Safety Oversight Relationships

Provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation organizations in Asia and the Americas.

Strategic Activity: Technical Assistance to CAAC

AIR will provide technical assistance to General Administration of Civil Aviation of China (CAAC) supporting the certification of the first transport category regional jet built in China.

Targets:

Complete the transport airplane cabin safety workshop and flight test training on part 25 for the General Administration of Civil Aviation of China (CAAC).

Strategic Activity: Methods of Compliance for ARJ-21 Regional Jet

Finalize Methods of Compliance Document for ARJ-21 regional Jet.

Targets:

Work with CAAC to finalize key certification documentation for ARJ-21.

Strategic Activity: Tech Assistance Recommendations - Asia

AVS will work with countries to implement actions plan recommendations developed after technical assistance visits.

Targets:

Implement 50 percent of the action plan recommendations for identified countries in Asia.

Strategic Activity: Tech Assistance Recommendations - The Americas

AVS will work with countries to implement actions plan recommendations developed after technical assistance visits.

Targets:

Implement 50 percent of the action plan recommendations for identified countries in the Americas.

Strategic Activity: Data Exchange

Establish methods to share safety data.

Targets:

Conclude one International Aviation Safety Data Exchange (IASDEX) agreement by September 30, 2006.

Strategic Initiative: Presidential Safety Programs

Implement civil aviation safety programs to support the Administration's initiatives.

Strategic Activity: Safer Skies for Africa

Support the Presidential international civil aviation safety programs for Africa, Latin America and the Middle East.

Targets:

Conduct at least three On-the-Job Familiarization (OJF) training courses or training workshops for aviation safety inspectors in African countries.

Strategic Initiative: Safety Agenda

Establish coordinated safety agendas

throughout the world to improve aviation safety.

Strategic Activity: Identify Regions

Identify other regions and countries experiencing growth to include in measuring the International Air Carrier fatal accident rate performance target.

Targets:

Propose regions and countries and to include in measuring the International Air Carrier fatal accident rate performance target by March 2006.

Strategic Activity: China Safety Strategy

Develop strategy to decrease the fatal air carrier accident rate in China.

Targets:

1. Develop rolling-average baseline and long-term target for air carrier fatal accident rate in China by March 2006.
2. Complete identified FY 2006 areas of emphasis for cooperation activities including hosting a visit by the CAAC Flight Standards Department focusing on the relationship between the three subsystems of operational control, i.e. flight dispatch, flight following, and flight locating.

Strategic Activity: Baseline Regions

Baseline the rates and targets for those regions and countries experiencing growth.

Targets:

Baseline the rates and targets for those regions and countries experiencing growth by September 2006

Strategic Initiative: Support ICAO

Provide U.S. technical participation and leadership in ICAO meetings to achieve

U.S. objectives.

Strategic Activity: ICAO RNP Procedures Design Manual

Produce the ICAO RNP Procedure Design Manual to include standards, criteria, and policies for implementation of RNP Procedures for Air Navigation Services--Aircraft Operations (PANS OPS) for implementation by ICAO member States.

Targets:

Develop by September 30, 2006, the final draft of the ICAO Required Navigation Performance (RNP) Procedures Design Manual for review by ICAO member States.

Strategic Activity: USOAP Prep

Coordinate AFS participation through IGIA of the preparation for the USOAP audit of the US.

Targets:

Prepare and submit the ICAO State Aviation Activity Questionnaire and Compliance Checklist by September 30, 2006.

Flight Plan Performance Target:

NAS Technologies

By FY 2010, expand the use of Global Positioning System-based technologies and procedures to five more countries.
FY06 Target: 1.

Strategic Initiative: Enhance Capacity

Develop and implement capacity enhancing applications such as RNP/RNAV, embracing current operational capabilities to the maximum extent possible.

Strategic Activity: RNAV/RNP Applications

Promote global implementation of U.S. RNAV/RNP concepts and applications.

Targets:

Support the ATO in its effort to demonstrate RNAV/RNP applications via educational seminars or concept demonstrations in at least one country by September 2006.

Flight Plan Performance Target:

Bilateral Agreements (Products and Services)

Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by FY 2010.

FY06 Target: 2.

Strategic Initiative: EU and EASA Partnership

Establish an effective partnership with the European Union and EASA to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.

Strategic Activity: BASA with European Community

AVS is leading the technical aspects of negotiations with the European Community on a new aviation safety agreement. Negotiations on the implementation procedures for both maintenance and aircraft certification began in FY 2005.

Targets:

Conclude BASA-MIP negotiations with European Community by September 30, 2006.

Strategic Activity: BASA IPs with European Community

AVS is leading the technical aspects of negotiations with the European Community on a new aviation safety

agreement. Negotiations on the implementation procedures for both maintenance and aircraft certification began in FY 2005.

Targets:

Conclude BASA IPA negotiations with the European Community by September 2006.

Strategic Initiative: Bilateral Agreements

Negotiate and conclude bilateral agreements for safety, certification, and approval systems that enable technology transfer with global aviation partners.

Strategic Activity: Bilateral Agreements

Improve international safety through bilateral agreements and policy to streamline the certification of aeronautical products and US operation of international air carriers.

Targets:

Conclude an Implementation Procedure for Licensing with Transport Canada by September 2006.

Strategic Activity: Canada MIP

Negotiate Maintenance Implementation Procedures (MIP) agreement with Canada.

Targets:

Conclude by September 30, 2006, a MIP with Canada.

Core Business Measure:

AVS International Core Business

All AVS Core Business associated with the International Leadership Goal Area

Core Business Function: Continued Operational Safety - International

Ensure that certificate holders continue to meet the minimum safety requirements, standards and regulations.

Core Business Activity: CAST - International Safety

Consistent with the Safer Skies initiative, the Commercial Aviation Safety Team will collaborate with global partners to advance the goal of reducing the international commercial aircraft accident rate.

Targets:

1. Proactively assist the European Community (EC) in developing action plans for safety enhancements identified by the Remaining Risk study and increase implementation level of CAST Safety Plans with other international aviation safety teams.
2. Fully implement a CAST-like agenda in China that will affect the air carrier accident rate.

Core Business Activity: International Aerospace Medicine

Support foreign requests for assistance in civil aviation medicine and aviation human factors, which help promote aviation safety by discussing FAA medical standards, policies, and procedures with professionals in foreign countries who are involved in the organization and development of their own civil aviation programs.

Targets:

Participate in at least two international scientific events that facilitate the promotion of FAA medical standards, policies and procedures, and that promote communications with the aviation industry, aviation personnel and regulatory organizations. Implement international collaborative efforts and

partnerships with at least one foreign civil aviation authority.

Core Business Activity: International Suspected Unapproved Parts

AVR-20 will conduct international SUP seminars. This training provides an opportunity to strengthen our working relationship with international counterparts and industry representatives and a forum for ensuring the critical understanding of this safety and security measure's seriousness. More specifically, these seminars inform aviation professionals that the knowledge of an aircraft parts origin and maintenance are critical to aviation safety worldwide.

Targets:

Two international seminars scheduled for FY06: One will be in Asia, the other in either Africa or South America.

Core Business Activity: International Safety Forum

Promote International Safety through Safety Forums

Targets:

Plan and organize FAA's International Safety Forum.

Core Business Activity: International Technical Assistance Branch, China

AVS is opening new offices in Beijing and Shanghai, China.

Targets:

Establish new offices in China.

Core Business Function: Standards and Policy - International

Create and maintain the rules that provide a minimum level baseline of U.S. Civil Aviation safety for people, equipment and organizations.

Core Business Activity: Bilateral Agreements

Improve international safety through bilateral agreements and policy to streamline the certification of aeronautical products and US operation of international air carriers.

Targets:

1. Conduct negotiations on BASA IPA with Japan.
2. Revise BASA IPA with New Zealand to incorporate transport airplane STCs and repair data acceptance procedures.

Core Business Activity: ICAO Airworthiness Manual

Provide technical leadership in preparation for the 2006 ICAO Airworthiness Panel Meeting.

Targets:

Prepare FAA and USG positions on AIRP draft SARPs and guidance materials.

Organizational Excellence

The Assistant Administrators for Human Resource Management (AHR) and Financial Services (ABA) have the lead for this goal area. AVS and other FAA organizations provide important support roles, often directed by AHR and ABA.

AVS's business plan has a limited number of activities in support of initiatives under all three objectives in the Flight Plan and in support of initiatives under one non-Flight Plan, core business objective:

Flight Plan Initiatives:

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce
2. Control costs while delivering quality customer service
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction

Non-Flight Plan, Core Business Initiatives:
Core business in support of
Organizational Excellence

Additional AVS activities may be undertaken during FY 2006 as FAA-wide initiatives in support of organizational excellence are expanded and further defined.

Flight Plan Performance Target:

Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010.

FY06 Target: 3 percent.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

Strategic Activity: AVS Support for Conflict Management

AVS will support the Early Dispute Resolution Center (EDRC).

Targets:

1. Work with EDRC to identify and supply AVS data to be included in the EDRC data and analysis system.
2. Provide the necessary level of support to the EDRC Director and Special Assistant.

Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategic Activity: AVS EAS Plans

Implement EAS action plan to address employee feedback and improve organizational effectiveness, and report progress/results to AHR monthly.

Targets:

1. Update, where necessary, EAS Action Plan to incorporate Interim EAS 2005 results (1Q FY06).
2. Provide monthly progress reports to AHR (monthly; 3)
3. Provide executive report-out on organizational results and progress when required at the monthly Flight Plan performance assessment meeting (AHR will provide schedule in 1Q).

Flight Plan Performance Target:

Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.85 per 100 employees by the end of

FY 2006, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative.
FY06 Target: no more than 2.85 per 100 employees.

Strategic Initiative: Employee Safety and Health Program

Reduce workplace injuries to enhance FAA worker safety.

Strategic Activity: AVS Support

AVS SUPPORT: AVS managers will distribute to and discuss with employees information prepared and provided by AEE concerning the importance of safety in the workplace. To the degree that the information provided by AEE

mentions opportunities for safety training, managers will encourage appropriate staff, including appropriate managers, to participate in such training, provided the training is provided without charge, is local, and does not require travel; on-line, computer-based instruction is preferred. To the degree that the information provided by AEE mentions the need to report all mishaps in the Safety Management Information System (SMIS), managers will fully acquaint themselves with the requirements of SMIS and take future action commensurate with those requirements. The goals of these activities are to reduce the number of new injuries in AVS (130 in 2004) and the ongoing cost of employee injuries (\$3.2 million in 2004).

Targets:

Within 90 days of this material being received by AVS-1 from AEE-1, AVS managers will complete the task.

Strategic Activity: AVS Support for AT Hiring

Support the hiring of Air Traffic Controllers.

Targets:

1. Standardize process for assuring designated aviation medical examiners are available to perform medical examinations.
2. Review invoice and payment procedures for ATCS medical exams to determine if they should be streamlined or improved.
3. Regional Medical offices will process medical exams in a timely manner (30 days) upon receipt of a complete medical file.
4. Determine administration methods for pre-employment psychological testing.
5. Process all ATCS drug tests within 7 days of receipt from the drug test laboratory.

Flight Plan Performance Target:

ATC Hiring Plan

Maintain air traffic controller annual hiring within 5 percent of Air Traffic Controller Workforce Hiring Plan. FY06 Target: 5 percent.

Strategic Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Flight Plan Performance Target:

Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of: strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or transferring from Federal operation 100 NavAids. FY06 Target: 100 percent compliance.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

Strategic Activity: AVS Cost Control

Complete eight cost control activities that will generate an estimated \$1.61 million in cost savings and avoidance in FY06.

Targets:

Savings/Avoidance Numbers are Estimates.

1. Transition of SPAS to AVS Data Center (\$700,000).
2. Streamline Manufacturing Inspection Designee Supervision through Risk Management (\$200,000)
3. AFS Office Efficiencies (\$200,000)
4. Policy Subsystem (\$150,000)
5. Electronic Communications (\$100,000)
6. REGIS Implementation (\$100,000)
7. ATP Procurement Reduction (\$160,000)

Flight Plan Performance Target:

Information Security

Achieve zero cyber security events that disable or significantly degrade FAA services. FY06 Target: 0.

Strategic Initiative: Cyber-Security Plan

Improve how we protect FAA's information infrastructure using the

agency's cyber-defense android concept, which is an advanced defense strategy.

Strategic Activity: AVS Information Systems Security

Participate and contribute to agency security working teams in the development of agency information security plans. NOTE: Funding is provided by AIO. Success in achieving the targets is dependent on adequate funding from AIO.

Targets:

1. Ensure that all operational/deployed systems on the inventory have completed current C&A and undergo a self-assessment if full C&A is not required.
2. Recertify 33 percent of the systems in the inventory.
3. Remediate 20 percent of high vulnerabilities as identified in the DOT portal (DISP) as of October 1, 2005 with a completion date in FY06.

Flight Plan Performance Target:

Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index. FY06 Target: 65.

Strategic Initiative: Requirements Review

Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

Strategic Activity: Commercial Pilot Survey

Continue to survey commercial pilots for their levels of satisfaction with FAA services using the American Customer Satisfaction Index (ACSI) survey instrument.

Targets:

Implement this survey instrument annually.

Strategic Activity: New AVS Customer Segments

AVS will research new customer segments to survey.

Targets:

Conduct ACSI survey of select Aviation Maintenance Technicians (AMT).

Core Business Measure:**AVS Organizational Excellence Core Business**

AVS Core Business for Organizational Excellence Goal Area in this section.

Core Business Function: AVS Core Business Activities**Core Business Activity: Implement An Automated EAS Process**

Increase Employee Attitude Survey (EAS) scores in the areas of management effectiveness and accountability by at least five percent (5%) positive by FY2008.

Targets:

1. Based on lessons learned from administration of the short-version of the EAS in FY2005 Q3, develop the content of the long-version EAS to be administered to all FAA employees, administration methods, and workforce communication strategy.
2. Complete coordination of 2006 EAS with agency stakeholders (e.g., unions).
3. Complete a CPMIS and Lotus Notes extract of all FAA employees onboard as of March 31, 2006 for distribution of the long-version of the EAS.

4. Administer the long-version of the EAS to all agency employees electronically using the internet-survey based process, to the extent possible.

5. Analyze returns from the long-version of the EAS and assess progress towards improvements in EAS scores in the areas of management effectiveness and accountability by at least 3% positive compared to results from the FY2003 administration of the long-version of EAS.

Core Business Activity: AVS Cybersecurity

Participate and contribute to agency security working teams in the development of agency information security plans. NOTE: Funding is provided by AIO. Success in achieving the targets is dependent on adequate funding from AIO. The following targets were required by AIO at the Flight Plan level, but they did not provide funding.

Targets:

1. Maintain an average of 0.10 or fewer high vulnerabilities as measured against the SANS top 20 for the targeted network servers.
2. Receive a score of 4 or better on the security portion of all exhibit 300's.

Core Business Activity: Aviation Safety Inspector Workforce

Analyze selected areas of the AVS workforce.

Targets:

Complete the content validation/construction validity study to determine what, if any, changes should be made to the Aviation Safety Inspector (ASI) qualification standards to support the Flight standards workforce transition to a system safety oversight

Core Business Activity: AVS Performance Management Integration

Align the FAA Flight Plan, AVS Business Plan, and AVS Dashboard; evaluate CAS and LDR data to better align cost and reporting to the AVS Management Team that aligns with the above plans.

Targets:

1. Implement an AVS LDR system that baselines and modifies key LDR codes to optimize resource utilization on AVS and Service/Office strategic priorities.
2. Use LDR data to establish baseline for AVS services and offices to determine the key LDR codes, compare against AVS strategic priorities, and submit final code recommendations for incorporation into the AVS plan by April 2006.

Core Business Activity: AVS Journey to Excellence Training

Continue conducting the AVS Journey to Excellence workshops to AVS employees to heighten their understanding and awareness of organizational culture change, AVS values, and One AVS philosophy with an emphasis on integrated and seamless approach to doing business.

Targets:

AVS will complete Phase III deployment of Journey to Excellence to 85% of AVS workforce by September 30, 2006.

Core Business Activity: AVS Integration Order

Deploy and implement the AVS Integration of Policy Order.

Targets:

Issue the AVS Integration of Policy Order by third quarter FY06

Core Business Activity: AVS Gallup Survey

Supplement the Employee Attitude Survey (EAS) by conducting a Gallup survey of AVS personnel.

Targets:

Analyze the FY 2005 Gallup survey results, baseline, and correlate the results to organizational performance metrics. AVS services and offices will develop action plans in response to the survey results by July 2006.

Core Business Activity: AVS ISO 9001:2000

AVS will adopt an International Organization for Standardization (ISO) quality management system throughout all AVS service and offices that promotes integration of core processes.

Targets:

1. Adopt an International Organization for Standardization (ISO) quality management system throughout all AVS Services and Offices that promotes standardization of core processes and achieve ISO registration.
2. Complete registration of Flight Standards (AFS) regional, CMO, and field offices to ISO QMS (Phase II) and continue to maintain the QMS for AFS headquarters.

Core Business Activity: AVS Strategic Plan

Establish an AVS Strategic Plan and in combination with the FAA Flight Plan guidance modify the AVS Integrated Planning Order.

Targets:

Create AVS strategic plan by September 30, 2006.